



2021 | NSW Public Sector Employee Survey

Agency Report

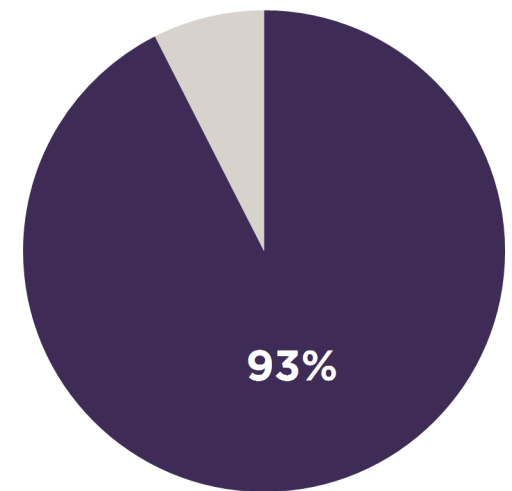
Department of Customer Service

Survey period: 23 August to 17 September 2021

Completed surveys: 10,697

Response rate: 93%

Response rate:



This shows where the report unit sits in the survey's organisational hierarchy.

NSW public sector

- Customer Service
 - Department of Customer Service

| | |
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High level results

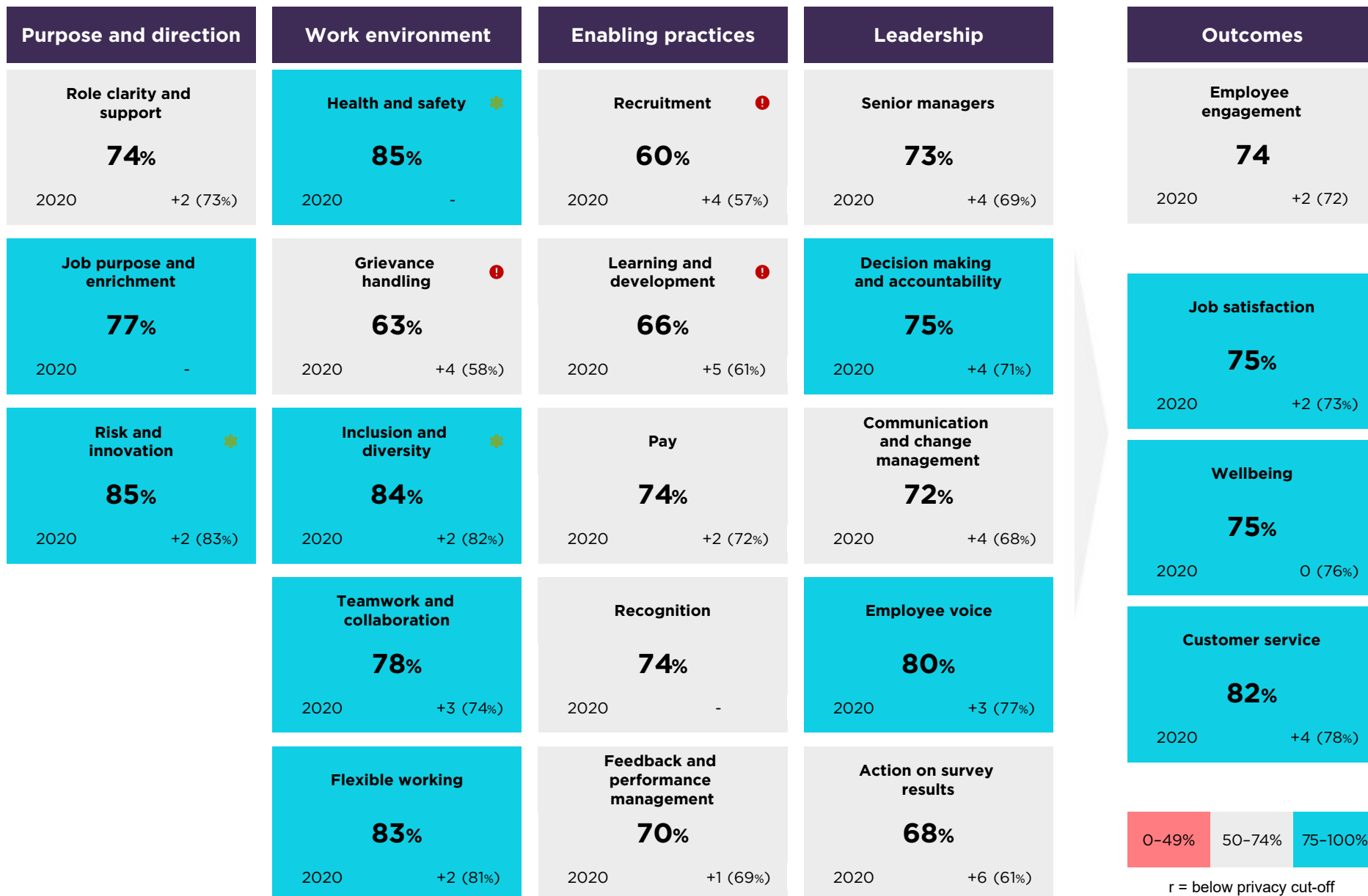
Discover key results and patterns

Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.



Highest and lowest questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

+ Questions with the highest favourable scores

| | | | 2021 % favourable | difference from 2020 |
|-------------------------|----|--|----------------------|-------------------------|
| Risk and innovation | 1l | I am comfortable notifying my manager if I become aware of any risks at work | 93% | 0% |
| Inclusion and diversity | 2c | People in my workgroup treat each other with respect | 91% | +3% |
| Inclusion and diversity | 8a | My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 89% | +2% |
| Inclusion and diversity | 8b | Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender) | 88% | +2% |
| Customer service | 2e | My workgroup considers customer needs when planning our work | 88% | - |

- Questions with the lowest favourable scores

| | | | 2021 % favourable | difference from 2020 |
|-------------------------------------|----|---|----------------------|-------------------------|
| Recruitment | 7f | I have confidence in the way recruitment decisions are made | 53% | +4% |
| Communication and change management | 7b | Change is managed well in my organisation | 58% | +4% |
| Learning and development | 3g | I am satisfied with the opportunities available for career development in my organisation | 61% | +6% |
| Feedback and performance management | 5i | My manager appropriately deals with employees who perform poorly | 61% | +3% |
| Grievance handling | 10 | I have confidence in the ways my organisation handles grievances | 63% | +4% |

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

Most and least improved questions

These are the most and least improved questions between survey years.

Consider why these scores have shifted. Was it due to actions you took in response to last year's survey results or something else?

+ Most improved questions

| | | | 2021 % favourable | difference from 2020 |
|---|----|---|----------------------|-------------------------|
| Action on survey results | 9 | I am confident my organisation will act on the results of this survey | 68% | +6% |
| Communication and change management / Senior managers | 6e | Senior managers keep employees informed about what's going on | 76% | +6% |
| Learning and development | 7e | My organisation is committed to developing its employees | 69% | +6% |
| Learning and development | 3g | I am satisfied with the opportunities available for career development in my organisation | 61% | +6% |
| Employee voice / Senior managers | 6f | Senior managers listen to employees | 65% | +5% |

- Least improved questions

| | | | 2021 % favourable | difference from 2020 |
|--|----|--|----------------------|-------------------------|
| Wellbeing | 1m | In general, my sense of wellbeing is... | 68% | -2% |
| Feedback and performance management / Role clarity and support | 3e | My performance is assessed against clear criteria | 64% | -1% |
| Wellbeing | 1j | I can keep my work stress at an acceptable level | 71% | 0% |
| Feedback and performance management / Job purpose and enrichment | 3d | In the last 12 months, I have received feedback to help me improve my work | 74% | 0% |
| Risk and innovation | 1l | I am comfortable notifying my manager if I become aware of any risks at work | 93% | 0% |

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

The key driver analysis identifies questions with the strongest influence on your employee engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

| Topic | | Key driver questions | 2021 % favourable | Action |
|-------------------------------------|----|--|----------------------|----------|
| Learning and development | 7e | My organisation is committed to developing its employees | 69% | Maintain |
| Risk and innovation | 7a | My organisation is making improvements to meet future challenges | 76% | Maintain |
| Recognition | 7o | I receive adequate recognition for my contributions from my organisation | 66% | Improve |
| Communication and change management | 7b | Change is managed well in my organisation | 58% | Improve |
| Decision making and accountability | 7d | People in my organisation take responsibility for their own actions | 66% | Improve |
| Customer service | 7h | The processes in my organisation are designed to support the best experience for customers | 74% | Maintain |

r = below privacy cut-off

Results by topic

Discover more about your results

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, manager support, accountability and flexible work to name a few.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|---|--|----|----|----------------------|-------------------------|---------------------------|----------------------------|
| Employee engagement (total score)* | | | | 74 | +2 | +7 | 0 |
| 7j | I would recommend my organisation as a great place to work | 80 | 14 | 80% | +3% | +13% | 0% |
| 7k | I am proud to tell others I work for my organisation | 80 | 15 | 80% | +3% | +7% | 0% |
| 7l | I feel a strong personal attachment to my organisation | 68 | 23 | 68% | +3% | +3% | 0% |
| 7m | My organisation motivates me to help it achieve its goals | 72 | 20 | 72% | +4% | +13% | 0% |
| 7n | My organisation inspires me to do the best in my job | 73 | 20 | 73% | +4% | +13% | 0% |

*See 'Additional information about the survey' for more details on how we calculate the employee engagement score.

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |






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Intention to stay

Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

19n How long do you think you will continue to work in your current organisation?

| | | 2021 % respondents | difference from 2020 | difference from Sector | difference from Cluster |
|--------------------------------|---|-----------------------|-------------------------|---------------------------|----------------------------|
| Less than 1 year |  | 9% | +1% | +1% | 0% |
| 1 year to less than 2 years |  | 11% | 0% | +1% | 0% |
| 2 years to less than 5 years |  | 22% | 0% | +1% | 0% |
| 5 years to less than 10 years |  | 24% | -1% | -1% | 0% |
| 10 years to less than 20 years |  | 20% | 0% | -4% | 0% |
| More than 20 years |  | 15% | 0% | 0% | 0% |

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|---------------------------------------|--|----|------|----------------------|-------------------------|---------------------------|----------------------------|
| Job satisfaction (total score) | | | | 75% | +2% | +5% | 0% |
| 1g | My job gives me a feeling of personal accomplishment | 78 | 14 8 | 78% | +2% | +2% | 0% |
| 1h | I feel motivated to contribute more than what is normally required at work | 77 | 14 9 | 77% | +3% | +6% | 0% |
| 1i | I am satisfied with my job | 77 | 14 9 | 77% | +3% | +6% | 0% |
| 1n | I find my life at work fulfilling | 67 | 25 8 | 67% | +1% | +6% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

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Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--------------------------------|--|----|-------|----------------------|-------------------------|---------------------------|----------------------------|
| Wellbeing (total score) | | | | 75% | 0% | +6% | 0% |
| 1j | I can keep my work stress at an acceptable level | 71 | 16 13 | 71% | 0% | +10% | 0% |
| 1m | In general, my sense of wellbeing is... | 68 | 26 | 68% | -2% | +5% | 0% |
| 8d | There are people at work who care about me | 87 | 10 | 87% | +2% | +3% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

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Customer means
the people who you
or your organisation
provide a service to.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|---------------------------------------|--|----|------|----------------------|-------------------------|---------------------------|----------------------------|
| Customer service (total score) | | | | 82% | +4% | +9% | 0% |
| 1k | I am empowered to make the decisions needed to help customers and/or communities | 79 | 14 7 | 79% | - | +8% | 0% |
| 2d | People in my workgroup can explain how their work impacts customers | 87 | 10 | 87% | - | +6% | 0% |
| 2e | My workgroup considers customer needs when planning our work | 88 | 9 | 88% | - | +4% | 0% |
| 6d | Senior managers communicate the importance of customers in our work | 83 | 13 | 83% | +2% | +13% | 0% |
| 7h | The processes in my organisation are designed to support the best experience for customers | 74 | 17 9 | 74% | +3% | +14% | 0% |
| 7i | My organisation meets the needs of the communities, people, and/or businesses of NSW | 82 | 14 | 82% | +1% | +12% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

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Role clarity and support

Purpose and direction

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

| | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--|---|----|----------------------|-------------------------|---------------------------|----------------------------|
| Role clarity and support (total score) | | | 74% | +2% | +8% | 0% |
| 1a | I understand what is expected of me to do well in my job | 87 | 87% | +1% | +1% | 0% |
| 1b | I get the support I need to do my job well | 78 | 78% | +3% | +12% | 0% |
| 1c | I have the tools and technology to do my job well | 80 | 80% | +3% | +9% | 0% |
| 1d | I have the time to do my job well | 70 | 70% | +2% | +14% | 0% |
| 3e | My performance is assessed against clear criteria | 64 | 64% | -1% | +6% | 0% |
| 3f | I have received the training and development I need to do my job well | 68 | 68% | +2% | +4% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Job purpose and enrichment

Purpose and direction

In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|---|--|----|-------|----------------------|-------------------------|---------------------------|----------------------------|
| Job purpose and enrichment (total score) | | | | 77% | - | +5% | 0% |
| 1e | My job gives me opportunities to use a variety of skills | 82 | 11 7 | 82% | - | +1% | 0% |
| 1f | I have a choice in deciding how I carry out day to day work tasks | 74 | 15 11 | 74% | - | +1% | 0% |
| 3d | In the last 12 months, I have received feedback to help me improve my work | 74 | 17 9 | 74% | 0% | +9% | 0% |
| 5j | My manager communicates how my role contributes to my organisation's purpose | 78 | 16 | 78% | - | +10% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

Innovation means creating new and better products, processes services, and technologies to improve outcomes for the people of NSW.

A healthy risk appetite can help foster innovation.

| | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--|---|----|----------------------|-------------------------|---------------------------|----------------------------|
| Risk and innovation (total score) | | | 85% | +2% | +10% | 0% |
| 1l | I am comfortable notifying my manager if I become aware of any risks at work | 93 | 93% | 0% | +6% | 0% |
| 5a | My manager encourages people in my workgroup to keep improving the work they do | 86 | 86% | +3% | +10% | 0% |
| 5h | My manager encourages me to learn from my mistakes | 83 | 83% | +2% | +10% | 0% |
| 7a | My organisation is making improvements to meet future challenges | 76 | 76% | +3% | +14% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

| | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|---------------------------------|---|-------|----------------------|-------------------------|---------------------------|----------------------------|
| Health and safety (total score) | | | 85% | - | +12% | 0% |
| 7p | I am confident work health and safety issues I raise will be addressed promptly | 86 10 | 86% | - | +10% | 0% |
| 7q | There are effective resources in my organisation to support employee wellbeing | 84 11 | 84% | - | +14% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Grievance handling

Work environment

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

| | | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|----|--|----|----|----|----------------------|-------------------------|---------------------------|----------------------------|
| 10 | I have confidence in the ways my organisation handles grievances | 63 | 28 | 10 | 63% | +4% | +17% | 0% |

*See p.35 for related results on negative workplace behaviours.

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

| | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--|--|----|----------------------|-------------------------|---------------------------|----------------------------|
| Inclusion and diversity (total score) | | | 84% | +2% | +9% | 0% |
| 2c | People in my workgroup treat each other with respect | 91 | 91% | +3% | +9% | 0% |
| 6g | Senior managers support the career advancement of women | 75 | 75% | +4% | +12% | 0% |
| 8a | My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 89 | 89% | +2% | +10% | 0% |
| 8b | Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender) | 88 | 88% | +2% | +8% | 0% |
| 8c | I can speak up and share a different view to others in my organisation | 79 | 79% | +1% | +9% | 0% |
| 8e | I feel that I belong in my organisation | 79 | 79% | - | +8% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Teamwork and collaboration

Work environment

Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well executed collaboration enables agencies to share knowledge ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--|--|----|----|----------------------|-------------------------|---------------------------|----------------------------|
| Teamwork and collaboration (total score) | | | | 78% | +3% | +10% | 0% |
| 2a | My workgroup works collaboratively to achieve its goals | 86 | 9 | 86% | +1% | +7% | 0% |
| 2b | There is good team spirit in my workgroup | 86 | 9 | 86% | +4% | +10% | 0% |
| 6c | Senior managers promote collaboration between my organisation and other organisations we work with | 70 | 23 | 70% | +4% | +13% | 0% |
| 7c | There is good co-operation between teams across my organisation | 69 | 20 | 69% | +3% | +12% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.














| | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--------------------------------|--|----|----------------------|-------------------------|---------------------------|----------------------------|
| Flexible working (total score) | | | 83% | +2% | +17% | 0% |
| 8g | How satisfied are you with your ability to access and use flexible working arrangements? | 81 | 81% | +1% | +17% | 0% |
| 8h | My manager supports flexible working in my team | 85 | 85% | +3% | +17% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Use of flexible working

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

| 8f Type of flexible working | | 2021 % respondents | difference from 2020 | difference from Sector | difference from Cluster |
|--|---|-----------------------|-------------------------|---------------------------|----------------------------|
| Flexible start and finish times |  | 60% | -2% | +16% | 0% |
| Working more hours over fewer days |  | 14% | 0% | +4% | 0% |
| Working additional hours to make up for time off |  | 23% | 0% | +7% | 0% |
| Flexible scheduling for rostered workers |  | 9% | +1% | +1% | 0% |
| Part-time work |  | 10% | -1% | -2% | 0% |
| Job sharing |  | 2% | 0% | -2% | 0% |
| Working from different locations |  | 15% | -8% | -2% | 0% |
| Working from home |  | 72% | -1% | +14% | 0% |
| Purchasing annual leave |  | 1% | -1% | 0% | 0% |
| Leave without pay |  | 5% | 0% | -1% | 0% |
| Study leave |  | 1% | 0% | -2% | 0% |
| Other |  | 3% | +1% | 0% | 0% |
| None of the above |  | 12% | 0% | -9% | 0% |

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

Recruitment refers to the process of attracting, screening, and onboarding people.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|----------------------------------|--|----|-------|----------------------|-------------------------|---------------------------|----------------------------|
| Recruitment (total score) | | | | 60% | +4% | +12% | 0% |
| 7f | I have confidence in the way recruitment decisions are made | 53 | 27 20 | 53% | +4% | +12% | 0% |
| 7g | My organisation generally selects capable people to do the job | 68 | 20 12 | 68% | +4% | +13% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|---|---|----|-------|----------------------|-------------------------|---------------------------|----------------------------|
| Learning and development (total score) | | | | 66% | +5% | +9% | 0% |
| 3f | I have received the training and development I need to do my job well | 68 | 20 11 | 68% | +2% | +4% | 0% |
| 3g | I am satisfied with the opportunities available for career development in my organisation | 61 | 23 16 | 61% | +6% | +10% | 0% |
| 7e | My organisation is committed to developing its employees | 69 | 21 10 | 69% | +6% | +13% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?

| | 2021 % respondents | difference from 2020 | difference from Sector | difference from Cluster |
|-----|-----------------------|-------------------------|---------------------------|----------------------------|
| Yes | 42% | -2% | +4% | 0% |
| No | 58% | +2% | -4% | 0% |

3i Are there barriers preventing you from moving to another role? If so, what are they?

| | | | | | |
|---|--|-----|-----|-----|----|
| Lack of visible opportunities | | 23% | -8% | -6% | 0% |
| Lack of promotion opportunities | | 23% | -5% | -4% | 0% |
| Lack of support from my manager / supervisor | | 7% | -1% | -4% | 0% |
| Geographic location considerations | | 16% | -7% | -8% | 0% |
| Personal / family considerations | | 21% | -2% | -8% | 0% |
| Insufficient training and development | | 12% | -1% | -2% | 0% |
| Lack of required capabilities or experience | | 14% | 0% | +2% | 0% |
| Lack of support for temporary assignments / secondments | | 11% | -3% | -3% | 0% |
| The application / recruitment process is too cumbersome or time consuming | | 20% | -1% | -2% | 0% |
| Other | | 10% | 0% | 0% | 0% |
| There are no major barriers to my career progression | | 36% | +6% | +7% | 0% |

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|---|------------------------------------|----|-------|----------------------|-------------------------|---------------------------|----------------------------|
| 4 | I am paid fairly for the work I do | 74 | 15 11 | 74% | +2% | +15% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|----------------------------------|--|----|----|----------------------|-------------------------|---------------------------|----------------------------|
| Recognition (total score) | | | | 74% | - | +11% | 0% |
| 5g | My manager provides recognition for the work I do | 82 | 12 | 82% | +3% | +10% | 0% |
| 7o | I receive adequate recognition for my contributions from my organisation | 66 | 23 | 66% | - | +13% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Feedback and performance management

Enabling practices

Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--|--|----|-------|----------------------|-------------------------|---------------------------|----------------------------|
| Feedback and performance management (total score) | | | | 70% | +1% | +9% | 0% |
| 3d | In the last 12 months, I have received feedback to help me improve my work | 74 | 17 9 | 74% | 0% | +9% | 0% |
| 3e | My performance is assessed against clear criteria | 64 | 23 13 | 64% | -1% | +6% | 0% |
| 5h | My manager encourages me to learn from my mistakes | 83 | 14 | 83% | +2% | +10% | 0% |
| 5i | My manager appropriately deals with employees who perform poorly | 61 | 30 9 | 61% | +3% | +12% | 0% |

| | | | | 2021 % respondents | difference from 2020 | difference from Sector | difference from Cluster |
|---------------------------------------|---|--|--|-----------------------|-------------------------|---------------------------|----------------------------|
| Performance management process | | | | | | | |
| 3a | I have a performance and development plan that sets out my individual goals | | | 69% | -10% | -5% | 0% |
| 3b | I have informal feedback conversations with my manager | | | 86% | 0% | +5% | 0% |
| 3c | I have scheduled feedback conversations with my manager | | | 75% | -2% | +10% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Senior managers Leadership

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term 'senior managers' refers to the group of senior managers in your organisation, not an individual manager.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--------------------------------------|--|----|-------|----------------------|-------------------------|---------------------------|----------------------------|
| Senior managers (total score) | | | | 73% | +4% | +15% | 0% |
| 6a | Senior managers provide clear direction for the future of the organisation | 70 | 21 9 | 70% | +5% | +15% | 0% |
| 6b | Senior managers model the values of my organisation | 74 | 19 7 | 74% | +5% | +15% | 0% |
| 6c | Senior managers promote collaboration between my organisation and other organisations we work with | 70 | 23 7 | 70% | +4% | +13% | 0% |
| 6d | Senior managers communicate the importance of customers in our work | 83 | 13 | 83% | +2% | +13% | 0% |
| 6e | Senior managers keep employees informed about what's going on | 76 | 16 8 | 76% | +6% | +17% | 0% |
| 6f | Senior managers listen to employees | 65 | 24 11 | 65% | +5% | +16% | 0% |
| 6g | Senior managers support the career advancement of women | 75 | 22 | 75% | +4% | +12% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--|---|----|----|----------------------|-------------------------|---------------------------|----------------------------|
| Decision making and accountability (total score) | | | | 75% | +4% | +13% | 0% |
| 5f | I have confidence in the decisions my manager makes | 84 | 11 | 84% | +4% | +11% | 0% |
| 7d | People in my organisation take responsibility for their own actions | 66 | 23 | 66% | +4% | +16% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|--|--|----|----|----------------------|-------------------------|---------------------------|----------------------------|
| Communication and change management (total score) | | | | 72% | +4% | +14% | 0% |
| 5c | My manager communicates effectively with me | 85 | 9 | 85% | +2% | +10% | 0% |
| 6a | Senior managers provide clear direction for the future of the organisation | 70 | 21 | 70% | +5% | +15% | 0% |
| 6e | Senior managers keep employees informed about what's going on | 76 | 16 | 76% | +6% | +17% | 0% |
| 7b | Change is managed well in my organisation | 58 | 26 | 58% | +4% | +15% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Ensuring employees feel like they can speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

| | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|-------------------------------------|--|----|----|----------------------|-------------------------|---------------------------|----------------------------|
| Employee voice (total score) | | | | 80% | +3% | +11% | 0% |
| 5b | My manager listens to what I have to say | 88 | 8 | 88% | +2% | +9% | 0% |
| 5d | My manager encourages and values employee input | 87 | 9 | 87% | +2% | +11% | 0% |
| 5e | My manager involves my workgroup in decisions about our work | 81 | 12 | 81% | +2% | +10% | 0% |
| 6f | Senior managers listen to employees | 65 | 24 | 65% | +5% | +16% | 0% |
| 8c | I can speak up and share a different view to others in my organisation | 79 | 14 | 79% | +1% | +9% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

| | | | | | 2021 % favourable | difference from 2020 | difference from Sector | difference from Cluster |
|---|---|----|----|----|----------------------|-------------------------|---------------------------|----------------------------|
| 9 | I am confident my organisation will act on the results of this survey | 68 | 20 | 12 | 68% | +6% | +20% | 0% |

| | | |
|------------|---------|--------------|
| Favourable | Neutral | Unfavourable |
| 0-49% | 50-74% | 75-100% |
| <= -5% | +/- 5% | >= +5% |

r = below privacy cut-off

Negative workplace behaviours

In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

| In the last 12 months, have you... | | 2021 % respondents | difference from 2020 | difference from Sector | difference from Cluster |
|---|-------------|-----------------------|-------------------------|---------------------------|----------------------------|
| been aware of any misconduct in your organisation | <div></div> | 6% | -2% | -9% | 0% |
| witnessed bullying | <div></div> | 9% | -3% | -13% | 0% |
| experienced bullying | <div></div> | 6% | -1% | -8% | 0% |
| witnessed sexual harassment | <div></div> | 1% | - | -2% | 0% |
| experienced sexual harassment | <div></div> | 2% | 0% | -2% | 0% |
| experienced threats or physical harm | <div></div> | 1% | 0% | -6% | 0% |
| experienced discrimination | <div></div> | 5% | - | -5% | 0% |
| experienced racism | <div></div> | 2% | - | -2% | 0% |

Definitions

- **Misconduct:** behaviour that is unethical or illegal, or that breaches your organisation's code of conduct
- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers
- **Sexual harassment:** unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated
- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics
- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

Use the snapshot to see if the survey takers are representative of your organisation or team.

r = below privacy cut-off

Selected key topic results by child unit

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

| | Report total | Better Regulation | Corporate Services | Customer Delivery & Transformation | Digital.NSW | Independent Review Office | Office of the Building Commissioner | Office of the Secretary | People & Culture | Personal Injury Commission | Revenue NSW | Service NSW | State Insurance Regulatory Authority |
|-------------------------------------|--------------|-------------------|--------------------|------------------------------------|-------------|---------------------------|-------------------------------------|-------------------------|------------------|----------------------------|-------------|-------------|--------------------------------------|
| Employee engagement | 74 | 70 | 71 | 70 | 73 | 78 | 79 | 73 | 71 | 59 | 72 | 78 | 67 |
| Wellbeing | 75% | 73% | 73% | 68% | 73% | 86% | 72% | 71% | 69% | 60% | 74% | 79% | 76% |
| Role clarity and support | 74% | 72% | 70% | 64% | 71% | 74% | 70% | 75% | 58% | 51% | 74% | 79% | 68% |
| Inclusion and diversity | 84% | 81% | 82% | 81% | 85% | 83% | 85% | 86% | 84% | 69% | 82% | 86% | 81% |
| Teamwork and collaboration | 78% | 75% | 74% | 77% | 77% | 77% | 82% | 81% | 73% | 55% | 76% | 81% | 71% |
| Learning and development | 66% | 63% | 60% | 56% | 64% | 67% | 70% | 65% | 52% | 38% | 64% | 71% | 60% |
| Senior managers | 73% | 74% | 72% | 71% | 76% | 78% | 84% | 82% | 78% | 53% | 72% | 74% | 67% |
| Communication and change management | 72% | 70% | 70% | 66% | 71% | 75% | 80% | 75% | 73% | 54% | 71% | 76% | 63% |
| Employee voice | 80% | 79% | 80% | 80% | 82% | 76% | 83% | 82% | 82% | 64% | 78% | 81% | 79% |

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

Selected key topic results by select demographics

| | Report total | Male | Female | Non-binary | Aboriginal and Torres Strait Islander peoples | People with disability | People who identify as LGBTIQ+ | People who speak a language other than English | 15-34 years | 35-54 years | 55+ years |
|--|--------------|------|--------|------------|--|------------------------|-----------------------------------|---|-------------|-------------|-----------|
| Employee engagement | 74 | 74 | 77 | 56 | 77 | 73 | 73 | 77 | 78 | 76 | 75 |
| Wellbeing | 75% | 77% | 78% | 56% | 76% | 69% | 72% | 80% | 79% | 77% | 80% |
| Role clarity and support | 74% | 75% | 78% | 61% | 79% | 72% | 72% | 79% | 80% | 76% | 78% |
| Inclusion and diversity | 84% | 86% | 86% | 61% | 83% | 80% | 83% | 86% | 88% | 86% | 85% |
| Teamwork and collaboration | 78% | 79% | 81% | 61% | 80% | 75% | 78% | 81% | 82% | 80% | 79% |
| Learning and development | 66% | 67% | 71% | 47% | 74% | 64% | 66% | 69% | 74% | 68% | 68% |
| Senior managers | 73% | 75% | 76% | 47% | 75% | 70% | 71% | 77% | 77% | 77% | 74% |
| Communication and change management | 72% | 73% | 76% | 50% | 76% | 69% | 70% | 77% | 77% | 75% | 72% |
| Employee voice | 80% | 82% | 83% | 64% | 83% | 79% | 81% | 83% | 85% | 83% | 81% |

At least 5 percentage points
lower than report unit


Within 5 percentage
points of the report unit


At least 5 percentage points
higher than report unit


r = below privacy cut-off

Selected key topic results by type of work

| | Report total | Service delivery involving direct contact with the public | Other service delivery work | Administrative support | Corporate services | Policy | Research | Program and project management support | Legal (including developing and/or reviewing legislation) | Other |
|-------------------------------------|--------------|---|-----------------------------|------------------------|--------------------|--------|----------|--|---|-------|
| Employee engagement | 74 | 75 | 74 | 75 | 73 | 71 | 71 | 74 | 70 | 73 |
| Wellbeing | 75% | 79% | 75% | 78% | 73% | 75% | 71% | 74% | 74% | 74% |
| Role clarity and support | 74% | 79% | 75% | 78% | 69% | 72% | 68% | 71% | 67% | 74% |
| Inclusion and diversity | 84% | 84% | 85% | 85% | 84% | 84% | 81% | 87% | 83% | 82% |
| Teamwork and collaboration | 78% | 78% | 77% | 80% | 77% | 79% | 74% | 81% | 71% | 77% |
| Learning and development | 66% | 70% | 66% | 68% | 61% | 68% | 57% | 66% | 57% | 65% |
| Senior managers | 73% | 72% | 73% | 78% | 73% | 78% | 72% | 83% | 73% | 71% |
| Communication and change management | 72% | 73% | 72% | 76% | 71% | 73% | 68% | 75% | 71% | 71% |
| Employee voice | 80% | 79% | 81% | 83% | 82% | 83% | 79% | 85% | 77% | 79% |

 At least 5 percentage points lower than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points higher than report unit


r = below privacy cut-off

Selected key topic results by organisation tenure

| | Report total | Less than 1 year | 1 year to less than 2 years | 2 years to less than 5 years | 5 years to less than 10 years | 10 years to less than 20 years | More than 20 years |
|-------------------------------------|--------------|------------------|-----------------------------|------------------------------|-------------------------------|--------------------------------|--------------------|
| Employee engagement | 74 | 80 | 76 | 73 | 72 | 68 | 70 |
| Wellbeing | 75% | 82% | 77% | 75% | 74% | 70% | 71% |
| Role clarity and support | 74% | 80% | 75% | 73% | 74% | 71% | 74% |
| Inclusion and diversity | 84% | 88% | 86% | 83% | 82% | 79% | 82% |
| Teamwork and collaboration | 78% | 84% | 79% | 77% | 75% | 72% | 76% |
| Learning and development | 66% | 73% | 68% | 65% | 65% | 58% | 65% |
| Senior managers | 73% | 79% | 76% | 74% | 70% | 67% | 71% |
| Communication and change management | 72% | 80% | 74% | 71% | 69% | 64% | 68% |
| Employee voice | 80% | 86% | 83% | 79% | 77% | 75% | 79% |

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

Selected key topic results by geographic region

| | Report total | Sydney East | Sydney West | Capital Region | Central Coast | Central West | Coffs Harbour - Grafton | Far West and Orana | Hunter Valley excluding Newcastle |
|-------------------------------------|--------------|-------------|-------------|----------------|---------------|--------------|-------------------------|--------------------|-----------------------------------|
| Employee engagement | 74 | 75 | 75 | 81 | 76 | 72 | 75 | 71 | 74 |
| Wellbeing | 75% | 75% | 78% | 83% | 77% | 72% | 82% | 70% | 77% |
| Role clarity and support | 74% | 72% | 78% | 86% | 77% | 75% | 78% | 74% | 75% |
| Inclusion and diversity | 84% | 85% | 85% | 89% | 86% | 84% | 83% | 79% | 83% |
| Teamwork and collaboration | 78% | 79% | 80% | 84% | 80% | 77% | 79% | 68% | 75% |
| Learning and development | 66% | 65% | 68% | 81% | 70% | 70% | 69% | 75% | 65% |
| Senior managers | 73% | 77% | 75% | 77% | 76% | 72% | 75% | 76% | 69% |
| Communication and change management | 72% | 73% | 76% | 78% | 74% | 70% | 76% | 70% | 68% |
| Employee voice | 80% | 83% | 81% | 85% | 83% | 79% | 78% | 68% | 79% |

At least 5 percentage points lower than report unit


Within 5 percentage points of the report unit


At least 5 percentage points higher than report unit


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Selected key topic results by geographic region (continued)

| | Report total | Illawarra | Mid North Coast | Murray | New England and North West | Newcastle and Lake Macquarie | Richmond - Tweed | Riverina | Southern Highlands and Shoalhaven | Outside of NSW |
|-------------------------------------|--------------|-----------|-----------------|--------|----------------------------|------------------------------|------------------|----------|-----------------------------------|----------------|
| Employee engagement | 74 | 75 | 77 | 75 | 76 | 76 | 78 | 85 | 81 | 68 |
| Wellbeing | 75% | 77% | 88% | 75% | 81% | 77% | 76% | 84% | 83% | 78% |
| Role clarity and support | 74% | 78% | 82% | 87% | 85% | 77% | 82% | 84% | 84% | 77% |
| Inclusion and diversity | 84% | 86% | 84% | 85% | 87% | 85% | 86% | 93% | 91% | 79% |
| Teamwork and collaboration | 78% | 77% | 79% | 74% | 84% | 80% | 82% | 85% | 82% | 75% |
| Learning and development | 66% | 72% | 73% | 69% | 78% | 72% | 75% | 81% | 75% | 65% |
| Senior managers | 73% | 73% | 65% | 74% | 75% | 72% | 75% | 78% | 81% | 73% |
| Communication and change management | 72% | 73% | 65% | 77% | 75% | 73% | 75% | 81% | 78% | 74% |
| Employee voice | 80% | 80% | 79% | 80% | 81% | 80% | 83% | 84% | 82% | 81% |

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

Additional information about the survey

Discover more about how the survey works and how to act on results

Survey model

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

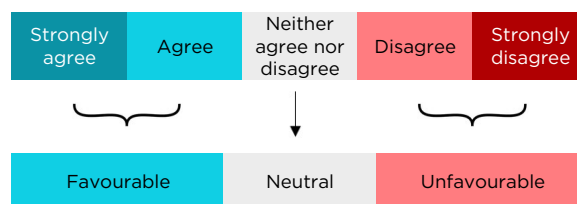


Privacy

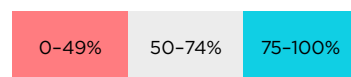
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

Most scores are shown as % favourable, which is the sum of the 'strongly agree' and 'agree' percentages.

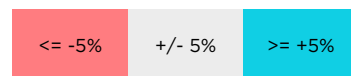


% favourable scores are colour coded based on these ranges:



Difference scores

Difference scores are shown where available. Differences are colour coded based on these ranges:



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to 'strongly agree'
- 75 to 'agree'
- 50 to 'neither agree nor disagree'
- 25 to 'disagree'
- 0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis




Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). You are recommended to look for ways to maintain your strengths and improve your priority areas.

Action planning

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

|  CELEBRATE |  INVESTIGATE FURTHER WITH OUR TEAMS |  OPPORTUNITIES |
|--|--|---|
| <p>The things we do well:</p> <hr/> <hr/> <hr/> <hr/> <p>Think about how we can build on our strengths and learn from what we are good at.</p> | <p>Are there any other opportunities coming out of the results that we want to explore further?</p> <hr/> <hr/> <hr/> <hr/> <p>How could we investigate? Through looking at the data in more detail or through discussions with staff?</p> | <p>Areas we need to focus on and turn into action plans:</p> <hr/> <hr/> <hr/> <hr/> <p>What are the key things we need to improve to make working here better?</p> |

| PRIORITISE 3 AREAS FOR ACTION | TIMESCALES | OWNER | RESOURCES REQUIRED | TARGET / SUCCESS MEASURE |
|-------------------------------|------------|-------|--------------------|--------------------------|
| 01. | | | | |
| 02. | | | | |
| 03. | | | | |